

**Commerce 3MC3
APPLIED MARKETING MANAGEMENT
Winter 2021 Course Outline
Marketing Area**

COURSE OBJECTIVE

This course builds upon material covered in 2MA3 - Introduction to Marketing. It relies on practical, real world case studies to develop your marketing decision-making skills, and your ability to analyse the business environment in which organisations operate. A major field project, which has student teams working with businesses to audit current practices, study the environment and develop a marketing plan, is a critical part of this course.

INSTRUCTOR AND TA CONTACT INFORMATION

Mandeep Malik
Associate Professor, Marketing Email: malikm@mcmaster.ca

Core 01: Mon - 2:30pm to 5:20 pm TA James Hutton: huttonjp@mcmaster.ca
Core 06: Tue 11:30 am to 2:20pm TA Melissa Kartick: kartickm@mcmaster.ca
Core 07: Tue 9:30 to 10:20 am and Fri: 9:30 to 11:20 am

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	No	Global view:	Yes
Avenue:	Yes	Ethics:	Yes	Numeracy:	Yes	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes
Evidence-based:	Yes	Experiential:	Yes	Final Exam:	No	Guest speaker:	No

COURSE DESCRIPTION

The purpose of this course is to explore practical applications of marketing concepts in business situations. Case studies are used to give practice in analyzing opportunities, solving marketing issues, and preparing implementation plans. This course is taught primarily through the case-method and an industry project but might also include readings, lectures, videos and workshops.

COURSE DELIVERY

LEARNING ACTIVITIES	DELIVERY	DESCRIPTION	TOOL(S)
Live Case Discussions	Synchronous	Live discussion led by the professor	Zoom
Live Lectures	Synchronous	To guide and prepare students for marketing project; group work and case analysis	Zoom
Readings	Asynchronous	Students will read and prepare for in-class discussions	Required course pack. Posts on Avenue.
Group Work	Asynchronous	Work in groups of SIX to complete case assignment, two oral presentations and marketing plan report	At each group's discretion

LEARNING OUTCOMES

The course will help you to:

- 1) Understand the application of basic marketing concepts
- 2) Develop basic skills in marketing analysis, decision making and strategy formulation;
- 3) Test your skills in communicating analysis, conclusions, and recommendations; and
- 4) Understand the environmental, global, and ethical dimensions of marketing decision making given the dynamics of business markets and customer need

REQUIRED COURSE MATERIALS AND READINGS

Custom Courseware – **3MC3 Cases and Readings**

- Purchase a copy through the bookstore – PLEASE MAKE SURE YOU BUY THE CUSTOM COURSEPACK OF YOUR INSTRUCTOR

MANDATORY ZOOM ACCOUNT It is a REQUIREMENT of this course that you have a Zoom account and that your Zoom account is created with your McMaster University email address. **You will log in for ALL case discussions WITH VIDEO AND AUDIO.**

COMMUNICATION AND FEEDBACK

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

EVALUATIONS	WEIGHT	DESCRIPTION
Participation and Class Contribution	20%	Determined based on a combination of actual verbal contribution during live case discussion (10%) assigned short written submissions (7%) and attendance (3%).
Group Case Analysis	20%	Formal written analysis of an assigned case – TEAM ASSIGNMENT
Marketing Plan	30%	Formal written report for a client company and shared with both the company and the professor (due Monday, April 19 th , 2021)
Interim Group Oral Presentation	10%	TWELVE MINUTE group PowerPoint presentation delivered by all group members using Zoom. Followed by THREE MINUTES FOR Q & A (Total 15 minutes)
Final Group Oral Presentation	20%	TWENTY MINUTE group PowerPoint presentation delivered by all group members using Zoom. Followed by FIVE MINUTES FOR Q & A (Total 25 minutes)

A. CLASS PARTICIPATION AND CONTRIBUTION (20%)
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It is our belief that highly interactive environments are the breeding grounds for excellence in stimulating idea generation, enhancing communication skills, improving analytical processes, fostering collaborative networks, testing assumptions, and having fun! This is also the time and place to develop the assertiveness and communication skills that are necessary for success in business. Consequently, we value and reward contribution. For our marketing class, contribution relates to:

- Being prepared for class discussion – demonstrate good knowledge of case content;
- Offering case analysis in a critical and constructive manner;
- Eager / willing to debate issues using logic and integrating knowledge of basic marketing concepts; Listen and react to comments made by other students
- Your ability to communicate clearly (i.e., quantity of dialogue is not the same as quality);
- Demonstrate initiative to bring new and relevant knowledge to case / class discussion

Interim participation marks will be available through the TA about half way through the course. Please take the initiative to review your progress with the TA. Absence from class is a serious matter, since you obviously cannot participate if you are not there. If there are legitimate reasons for you to miss class, you need to provide documentation to the Academic Programs Office.

The key to high contribution grades is making a quality contribution to every class. Marks will be awarded on both quality and consistency. **Typical expectations are – at least TWO SOLID analytical comments per case discussion (an example would be arguing SWOT with a correct 'So What'). Regurgitation of facts from within the case is worth only 30% of the marks**

Distance learning brings challenges to in-class communication. We will work together to conquer all these challenges. There are several protocols and suggestions for participating in a virtual classroom.

Protocols:

- Login meetings with your Zoom account associated with your McMaster email address.
- You are required to keep your camera on during the class discussion. You are required to keep your mic muted when listening others' comments. Please remember to unmute your mic when making comments to the class.
- Make sure your full name is displayed as your "screen name" in the Zoom meetings. I may "cold call" on you during class sessions. If you do not feel adequately prepared and do not want to be called upon, please let me know at the beginning of class.

Suggestions:

- Make sure your video and audio settings work properly. Consider using a pair of headphones or earphones.
- Be familiar with Zoom functions, especially "mute/unmute," "raising hand," voting, messaging, sending and receiving files.
- You can type in your questions/comments in the chat window when you don't have a chance to present them orally. However, please understand that the professor and the class may not have time to read them during the discussion. Except for some special situations, the typed messages will not be counted towards your participation marks.
- Be prepared for occasional internet connection problems. When you encounter such a problem, please inform the TA immediately via an email.

B. GROUP WORK

Groups will consist of SIX students (some exceptions will be made by instructor given class numbers). **All members should be attending the same section.** Please complete the last page of this outline and **upload to Avenue as a scanned PDF by January 25th, 2021.**

80% of your mark in this course is teamwork so choose your fellow group members wisely. To encourage equal contribution, peer evaluation will be used to assess each member's work. Groups are encouraged to set some ground rules and expectations early in the term and to have a short feedback session following the completion of each assignment so that individuals are made aware if their input is less than expected by their team. **An interim peer evaluation form (posted on Avenue) is to be submitted after interim presentations and a final peer evaluation form will be submitted along with the completed Marketing Plan.** *These two evaluations need only be submitted if the distribution is not equal and must be supported with a confirmation sent by each member using their McMaster University email account. (If you fail to do so, the professor will assign your evaluation marks as per his discretion based on information at his disposal). Peer evaluations MUST be supported by documentation / emails that are evidence of feedback given and expectations set for the defaulting team member(s)*

The result of this process is a true reflection of each group members' contribution to the project. Some members (i.e., those that contribute the most to the process) may find that their overall grade will go up as a result of the peer evaluation. Note: grades go up by no more than two grade points per student if the achieved score is B or lower; if your achieved score is B+ or higher the ratings can only add one grade point to your mark in the course. Others may find that their overall project grade will go down - note: the peer evaluation process can impact you negatively with no cap on the grades you can drop.

Past experience with groups has shown that most troubles arise because individuals do not respect the group process. The first group meeting should happen in the first two weeks. At this meeting, you might want to choose a coordinator who will facilitate the work. This is also a good time to set the parameters for group work such as: when and where the group will meet, attendance including punctuality, and preliminary assignment of tasks. You should also make a calendar of all "good" and "bad" times for the group (i.e., when group members have commitments to work, tests, major assignments, social commitments, holidays, etc.).

C. HAND-IN CASE (20%) – 'NATIONAL MUSIC STUDIO' DUE THURSDAY FEB 11TH AT 8:30 AM – UPLOAD TO AVENUE DROPBOX AS A PDF DOCUMENT

Your analysis should be no more than ten pages plus any appendices that you choose to include. Appendices consist of information that supports the body of your report but is too detailed or voluminous to include in the body. This is where any financial analysis, segmentation grids, decision matrices should be housed. Appendices must be referenced in the body of the report. The format of the hand-in case is posted on Avenue under assignments.

D. MARKETING PLAN

Each group of students will work with a “client” who needs a marketing plan completed. Students are encouraged to develop their own leads.

MARKETING PLAN CLIENT PROFILE –

- **Owner operated small business either brick and mortar or e-Commerce operating within Canada and selling to customers in Canada only.**
- B2C Businesses are recommended given easier access to industry and market info.
- Franchisee locations of national / global brands are NOT permitted though multi-location small businesses are acceptable. You are allowed to focus on one location / geography or one product / service line within a product portfolio.
- Business must be in operation for some period – the longer this period of time the better for analysis. Start-ups are allowed – either in market already or ready to launch
- Owner must be willing to share business performance trends and customer segments data. **NO** access to accounting / financial statements or margins or profitability is required

Each team project will be evaluated based on

- **Interim presentation** – solid understanding of the business and its current marketing practices along with an assessment of strengths and weaknesses. **Time limit of 12 minutes** plus **three** minutes for Q & A. DRESS CODE: BUSINESS INFORMAL
- **Final presentation** will consist of current practices, SWOT and Strategies – client should be invited. **Time limit of 20 minutes** plus **five** minutes for Q & A / discussion. DRESS CODE: BUSINESS FORMAL
- **Final Report** – structure outlined in the following pages. Limit of **FORTY PAGES** **not including cover page, table of contents and bibliography**

The two presentations will be made using PowerPoint on Zoom. Use of free software like Prezi and other web-based apps that can compromise client confidentiality is NOT PERMITTED. Please ensure that you DO NOT post any client info on social media or in the public domain.

ALL group members must participate equally in delivering the presentation. **ATTENDANCE FOR ALL OTHER GROUP PRESENTATIONS IN YOUR CORE IS MANDATORY.** *You are expected to maintain professional business decorum during presentations.*

Structure for Interim presentation, final presentation and final report is posted on Avenue under assignments.

Interim Presentation (10%): MSAF not accepted ask instructor if any rescheduling is needed

Final Presentation (20%): This component is equivalent to a final exam MSAF not accepted

Marketing Report (30%): Due by 9am on April 19th – upload to Dropbox on Avenue as a PDF file. THIS COMPONENT IS EQUIVALENT TO A FINAL EXAM

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the *Academic Integrity Policy*, located at:

www.mcmaster.ca/academicintegrity

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

AUTHENTICITY/PLAGIARISM DETECTION

In this course we will be using a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. Students will be expected to submit their work electronically either directly to Turnitin.com or via Avenue to Learn (A2L) plagiarism detection (a service supported by Turnitin.com) so can be checked for academic dishonesty. Students who do not wish to submit their work through A2L and/or Turnitin.com must still submit an electronic and/or hardcopy to the instructor. No penalty will be assigned to a student who does not submit work to Turnitin.com or A2L. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). To see the Turnitin.com Policy, please go to:

www.mcmaster.ca/academicintegrity.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

Students may request relief from a regularly scheduled midterm, test, assignment or other course components. Please refer to the policy and procedure on the DeGroot website at the link below; In this course MSAF cannot be used for interim or final presentations (same as a final exam) but the instructor will consider rescheduling where possible given emergencies or similar needs

<http://ug.degroot.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students requiring a RISO accommodation should submit their request, including the dates/times needing to be accommodated and the courses which will be impacted, to their Faculty Office normally within 10 days of the beginning of term or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

STUDENT ACCESSIBILITY SERVICES

Students who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca.

For further information, consult McMaster University's Policy for Academic Accommodation of Students with Disabilities:

<http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicAccommodation-StudentsWithDisabilities.pdf>

RESEARCH USING HUMAN SUBJECTS AND CONFIDENTIALITY

All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from McMaster's Research Ethics Board before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact the board for further information about your requirements and the application process. This course, 3MC3, has been awarded pre-approval based on process proposed by the instructor. All research proposals must be approved by instructor. **More details on: <https://reo.mcmaster.ca/>**

ONLINE COURSE COMPONENTS

In this course we will be using email and Avenue to Learn. Students should be aware that when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 3MC3 will be considered to be an implicit acknowledgement of the course policies outlined above and as follows, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.** Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

A NOTE ON GRADING

The evaluation of all components in this course is to determine a grade is based on the quality of the submission. There is a bit of subjectivity in this evaluation as with most evaluations in social sciences; however, our experience indicates that there is a "standard" answer that defines the relevant concepts, makes a logical argument, and uses relevant examples where required. For problem solving, the "standard" answer involves identifying the issues, analyzing the facts and making relevant recommendations. Generally, this type of submission demonstrates basic understanding of course material and deserves a B. Submissions that demonstrate unique insights and provide a comprehensive understanding of the concepts/issues get rewarded accordingly with a B+, A-, A, A+. In determining the final grades, please keep in mind that submissions are evaluated absolutely and relatively. Reports are evaluated absolutely according to the requirements. Reports are also evaluated relative to one another to form a ranking from the best to the least good.

EXTREME CIRCUMSTANCES

The instructor and university reserve the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Reasonable notice will be given with explanation and the opportunity to comment on changes. Changes will be communicated through regular McMaster communication channels such as McMaster Daily News, Avenue to Learn, and/or McMaster e-mail. It is the responsibility of the student to check these channels regularly during the term and to note any changes.

COPYRIGHT AND RECORDING

Students are advised that lectures, discussions, presentations, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary and analytical work, **including** lectures and discussions by University instructors.

The recording of lectures, discussions, presentations, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

COURSE SCHEDULE SECTION 7

Week	TUESDAY 9:30 TO 10:20 AM	FRIDAY 9:30 TO 11:20 AM
Jan 11 th	DISCUSS ELEMENTS OF COURSE – MARK DISTRIBUTION; GROUP FORMAT	DISCUSS CASE METHOD. UNDERSTAND STRUCTURE OF - <ul style="list-style-type: none"> • IN CLASS CASE DISCUSSIONS • HAND-IN CASE ASSIGNMENT DISCUSS CASE QUESTIONS. IDENTIFY RELEVANT READINGS
Jan 18 th	DISCUSS FORMAT FOR MARKETING PLAN REPORTS	CASE: THOMPSON BROTHERS AUDIT/ SWOT / STRATEGY
Jan 25 th	GROUP WORK / MEET WITH TA	CASE: HURON CANVAS CLOTHIER AUDIT / SWOT / STRATEGY
	JANUARY 25TH SUBMIT GROUP FORM	
Feb 1 st	GROUP WORK / MEET WITH TA	CASE: ED SMITH AUDIT / SWOT / STRATEGY
		FEB 1ST SIGN UP BUSINESS FOR PROJECT
Feb 8 th	GROUP WORK / MEET WITH TA	GUIDELINES FOR INDUSTRY PROJECT
	CASE ASSIGNMENT IS DUE FEB 11 UPLOAD PDF BY 8:30 AM ON AVENUE	HAND-IN CASE: NATIONAL MUSIC STUDIO
Feb 22 nd	GROUP WORK / MEET WITH TA	CASE: GOOF PROOF SWOT / STRATEGY
Mar 1 st	INTERIM PRESENTATIONS	INTERIM PRESENTATIONS
Mar 8 th	GROUP WORK / MEET WITH TA	CASE: LIMELIGHT CINEMA AUDIT / SWOT / STRATEGY
Mar 15 th	GROUP WORK / MEET WITH TA	CASE: TREMCO SWOT / STRATEGY
Mar 22 nd	GROUP WORK / MEET WITH TA	CASE: JULIUS SCHMID STRATEGY / SOLUTIONS
Mar 29 th	WORK IN PROGRESS REVIEW	WORK IN PROGRESS REVIEW
April 5 th	FINAL PRESENTATIONS	FINAL PRESENTATIONS
April 12 th	FINAL PRESENTATIONS	

COURSE SCHEDULE SECTIONS 1 AND 6

Week	MONDAY 2:30 PM TO 4:20 PM TUESDAY 11:30 AM TO 1:20 PM	MONDAY 4:30 PM TO 5:20 PM TUESDAY 1:30PM TO 2:20 PM
Jan 11 th	DISCUSS ELEMENTS OF COURSE – MARK DISTRIBUTION; GROUP FORMAT	DISCUSS CASE METHOD. UNDERSTAND STRUCTURE OF - <ul style="list-style-type: none"> • IN CLASS CASE DISCUSSIONS • HAND-IN CASE ASSIGNMENT
Jan 18 th	DISCUSS CASE QUESTIONS. IDENTIFY RELEVANT READINGS	DISCUSS FORMAT FOR MARKETING PLAN REPORTS
Jan 25 th	CASE: THOMPSON BROTHERS AUDIT/ SWOT / STRATEGY	GROUP WORK / MEET WITH TA
	JANUARY 25TH SUBMIT GROUP FORM	
Feb 1 st	CASE: HURON CANVAS CLOTHIER AUDIT / SWOT / STRATEGY	GROUP WORK / MEET WITH PROF OR TA
		FEB 1ST SIGN UP BUSINESS FOR PROJECT
Feb 8 th	CASE: ED SMITH AUDIT / SWOT / STRATEGY	GUIDELINES FOR INDUSTRY PROJECT
	CASE ASSIGNMENT IS DUE FEB 11TH UPLOAD PDF BY 8:30 AM ON AVENUE	HAND-IN CASE: NATIONAL MUSIC STUDIO
Feb 22 nd	CASE: GOOF PROOF SWOT / STRATEGY	GROUP WORK / MEET WITH TA
Mar 1 st	INTERIM PRESENTATIONS	INTERIM PRESENTATIONS
Mar 8 th	CASE: LIMELIGHT CINEMA AUDIT / SWOT / STRATEGY	GROUP WORK / MEET WITH TA
Mar 15 th	CASE: TREMCO SWOT / STRATEGY	GROUP WORK / MEET WITH TA
Mar 22 nd	CASE: JULIUS SCHMID STRATEGY / SOLUTIONS	GROUP WORK / MEET WITH TA
Mar 29 th	WORK IN PROGRESS REVIEW	WORK IN PROGRESS REVIEW
April 5 th	FINAL PRESENTATIONS	FINAL PRESENTATIONS
April 12 th	FINAL PRESENTATIONS	FINAL PRESENTATIONS

EXAMPLES OF KEY CASE QUESTIONS AND RECOMMENDED READINGS

Thompson Brothers

1. Identify performance-based problems being encountered. Consider size of market, market share, capacity etc.
2. Consider different segments, identify basis of segmentation, identify probable decision process / decision criteria and relate these to the 4P's
3. Critically review the sample advertisement and analyze it given 4P's, current strengths, opportunities and customer segments / needs targeted.

Read the section on Market Segmentation and Consumer Behavior

Huron Canvas

1. Calculate value of kids clothing and accessories being sold at the store for which sales revenues are provided
2. Consider segments being targeted and clearly articulate basis
3. Develop some thoughts on Strengths / Weaknesses for the three stores and owner
4. Critically review proposed strategies and develop your thoughts on creating demand for kids line; also make observations in context of the picture provided

Read the section on Market Segmentation, Consumer Behavior and Promotion Strategy

ED Smith

1. Based on information available calculate performance issues as well as potential number of flavors that may not be breaking even – provide rationale
2. What are the quantitative objectives you might set? Why?
3. Think about opportunities and threats given competition and private labeling. Identify other significant consumption trends and contextualize given current jam market.
4. What are the critical weaknesses that are contributing to sales decline?
5. Develop a short and long term strategies – think about changes to all 4P's

Read up on Product and Pricing Strategy. Also look closely at the section on Marketing Strategy and Tactics to develop your ideas.

Limelight Cinema

1. Do the break-even analysis (number of seats per show) on old price versus new price accounting for concessions, memberships sold, all costs etc. Assume minimum wage as \$10 per hour; identify other assumptions and basis for each
2. Critically review the advertisements and overall current advertising strategy
3. Clearly identify weaknesses and threats given current / past 4P's as well as company history, business ownership structure etc.
4. Think about risks / rewards associated with membership strategy.
5. Develop some feasible ideas for demand creation given SWOT

Read through the sections on Market Segmentation, Consumer Behavior and Promotion Strategy. Also research popular loyalty programs and identify their key characteristics

COMMERCE 3MC3 - APPLIED MARKETING MANAGEMENT

Professor Malik

GROUP #: _____ (To be assigned)

<u>STUDENT NAME</u>	<u>SECTION</u>	<u>ID#</u>	<u>EMAIL</u>
1. _____			
2. _____			
3. _____			
4. _____			
5. _____			
6. _____			

COMPANY NAME

A) Briefly describe the product or service offered by your client.

B) Briefly describe the market for the product or service (consumer/customer description, key competitors, etc.).

C) Provide company contact name and email
